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Place Branding and Strategic Spatial Planning Instrument da Silva Oliveira, Eduardo

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Place Branding and Strategic Spatial Planning: Towards a conceptual model to brand regions

Place Management and Branding Conference

The Business of Place: Critical, practical and pragmatic perspectives



Manchester
Metropolitan
University



in:polis

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Contents

- ✓ Background of the **discussion**;
- ✓ Places are facing **challenges**;
 - ✓ Portugal;
 - ✓ North of Portugal;
- ✓ What is **place branding**?
- ✓ What is **strategic planning**?
 - ✓ What are the **links**?
- ✓ **Portugal** and **place branding**.
- ✓ How can a **place branding strategy** contribute to the **development**?
- ✓ Place branding strategy – **does it work**?

Will take
some time



Around
233 slides, and



Individuals/citizens

Places

Change



Eduardo, 1984, 2008, 2010, 2012...

Individuals/citizens

Places

Change



Piccadilly Gardens,
Manchester, UK, 1939



Piccadilly Gardens,
Manchester, UK, 2007

Individuals/citizens

Places

Change



Braga city centre,
North of Portugal, 1950



Braga city centre,
North of Portugal, 2012

Places such as countries, regions, cities aspire to a promising future.



Historical, social, human, and cultural assets, strengths.

The growing complexity
Places are facing challenges
(e.g. economic; social)



Responses - Actions

Grasp the momentum

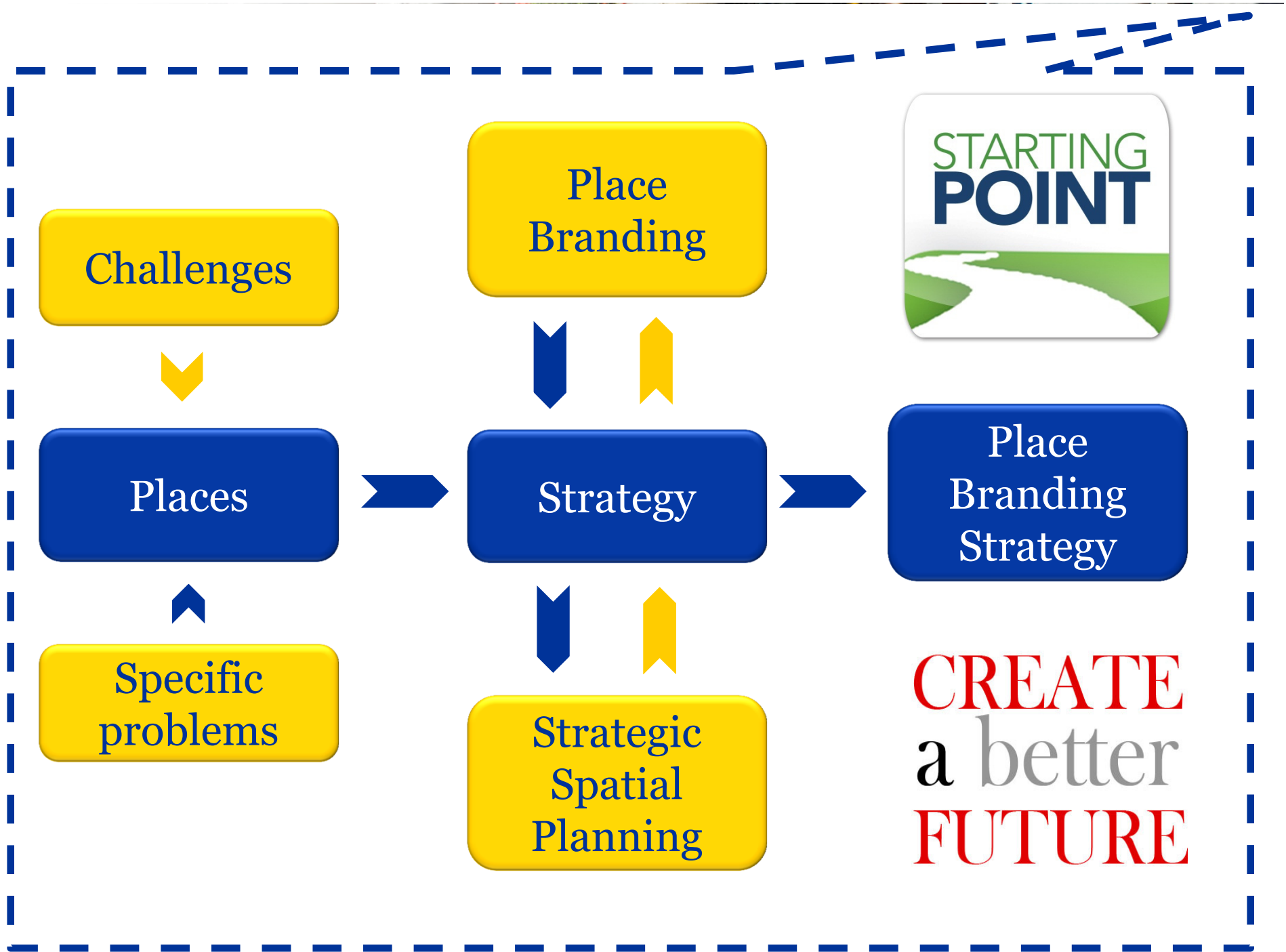
Place Branding?

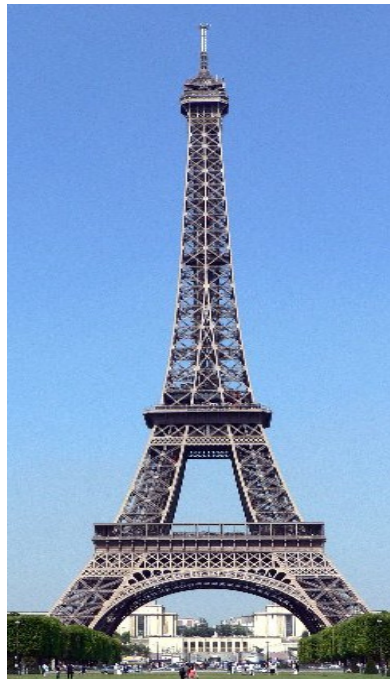
Strategic Spatial Planning?

Why?



How?





Places often emphasise
the historical, social,
human, and cultural
assets, features....



Mercedes-Benz



However...

The globalisation of culture and the economy

The persistently uneven development

The rise of new technologies

*The ageing
of the
population*

The growing complexity
Places are facing challenges
(e.g. economic; social)

*The rising
cost of
energy*

*The crisis of
representative
democracy*

*The financial and
economic crisis*

The changes in production processes

The environmental issues

Albrechts, 2010
de Roo & Rauws, 2012

Europe, EU



Portugal



North Region of Portugal

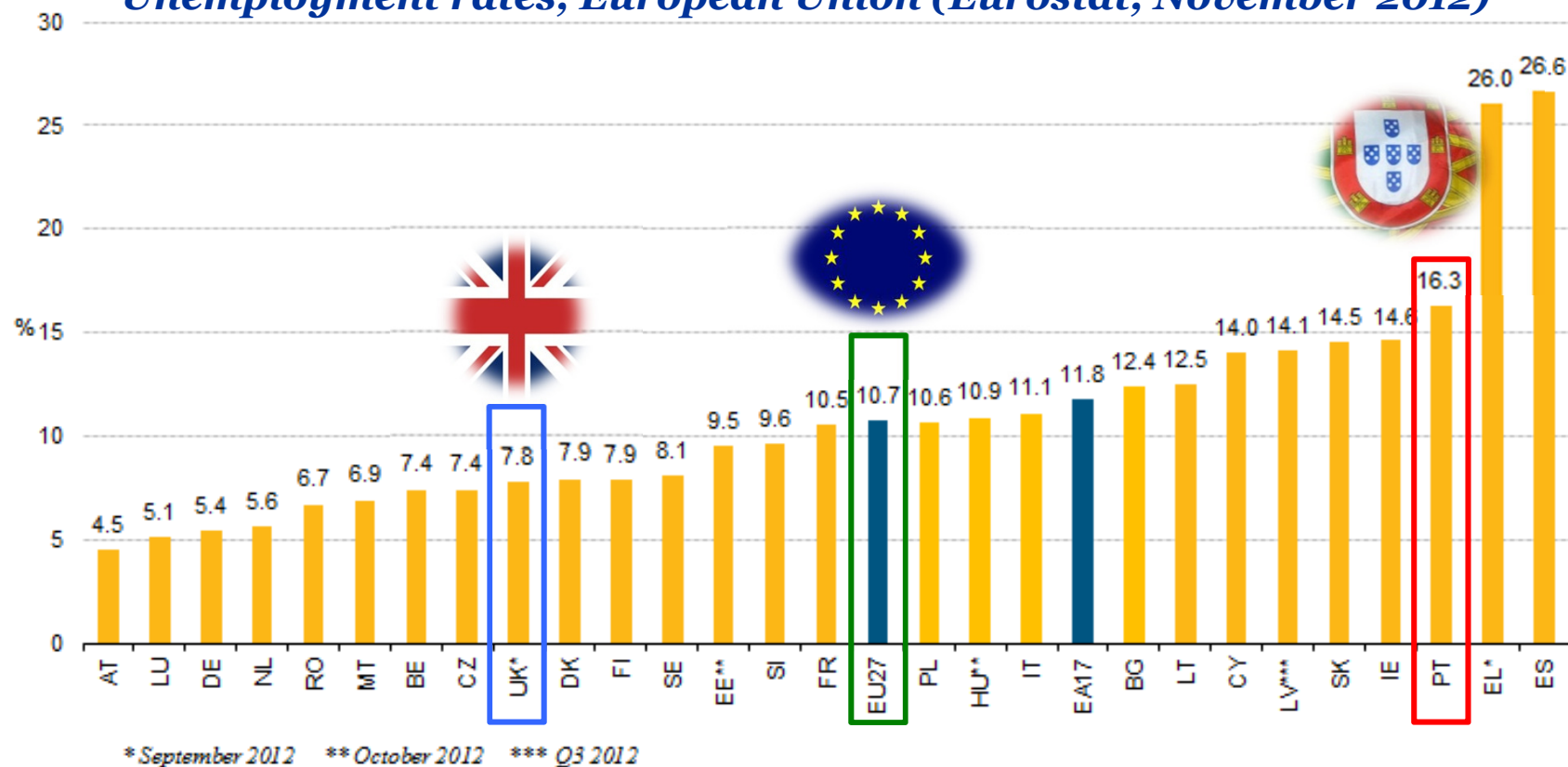


Resident Pop.:
3,741,092

Source: Google Maps

Places are facing crucial issues, causing structural change
(Albrechts, 2010) (e.g.)

Unemployment rates, European Union (Eurostat, November 2012)



UK - 7.8%

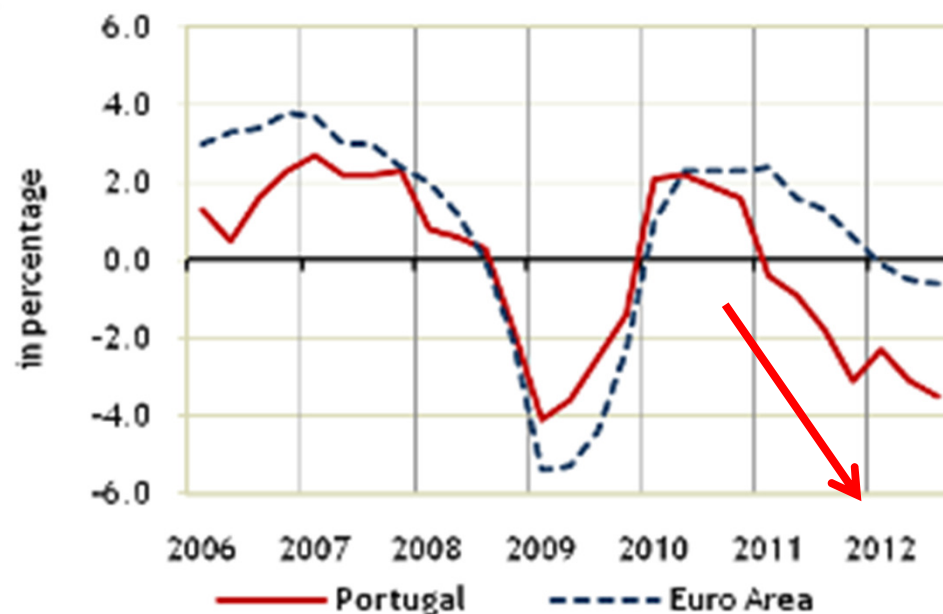
EU - 10.7%

Portugal - 16.3%

Portugal is a place

Portugal is facing challenges

Indicator		2010 +	2011 —	2011 Q4 —	2012 Q1 —	2012 Q1 —	2012 Q3 —
Real GDP (y.r. %)	Portugal	1.4	-1.7	-3.1	-2.3	-3.1	-3.5
	Euro Area	2.0	1.4	0.6	-0.1	-0.5	-0,6



2012: -3.5%

2013: -1.9%

2014: 1.3%

Portugal Bank, <http://www.bportugal.pt>

Some in deep examples

Community impact

Low purchasing power

Relocation / Bankrupt



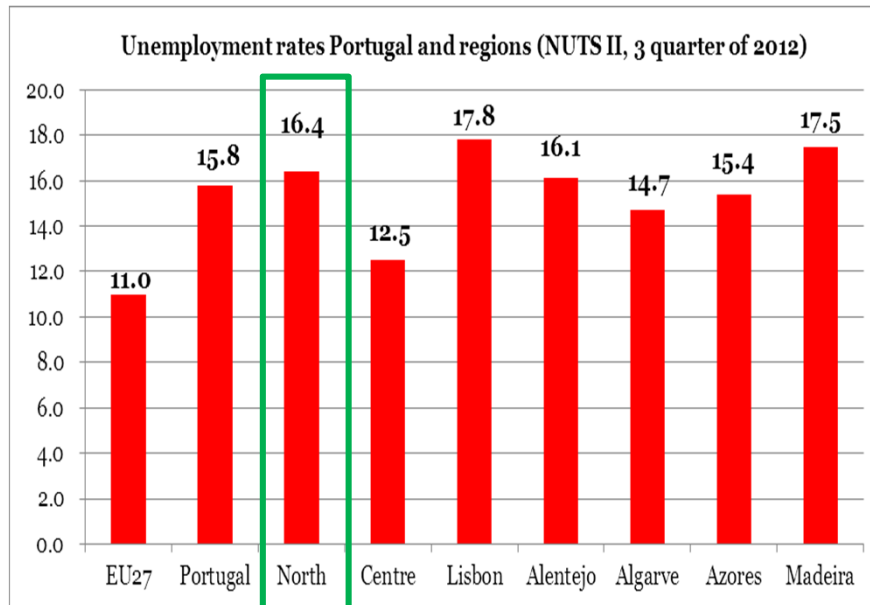
Companies that close the doors (search)

4.480 Google entrances



North region

Is also facing challenges

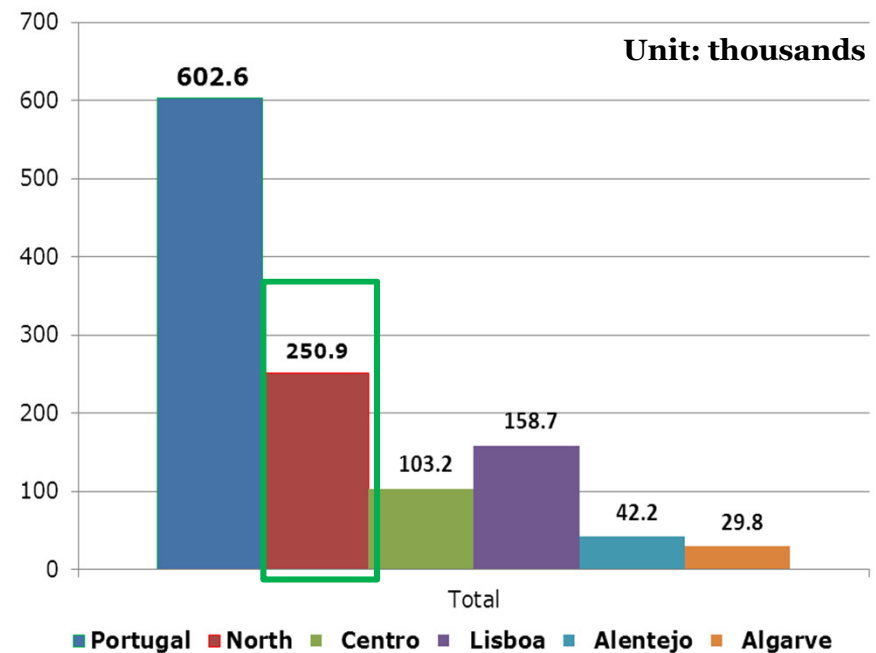


Source: Statistics Portugal; Bank of Portugal, 2012

Unemployment rate: 16.4%

*42% of the Unemployed pop
in Portugal*

*Recipients of unemployment
benefits of Social Security -
40% located in the North*





Albrechts, (2010; 2012)

Kunzmann, (2000)

Healey, (1997, 2006)

4 different types of response

✓ Reactive

✓ Rear-view mirror

✓ Inactive

✓ Going with the flow

✓ Pre-active

✓ Preparing for the future

Pro-active

Designing the future – making it happen
Creative thinking about possible futures

The strategic spatial planning framework for change

As in 'traditional' planning (land use planning; zoning; master planning), there are different types of strategic spatial planning.

Albrechts, (2010; 2012)

Strategic spatial planning is indeed not a single concept, procedure **or tool**.
It is a set of concepts, procedures and tools

Place Branding



**Strategic
Spatial
Planning**

ARGUMENT?

**Where are
You Going?**

Why?

When?

How?

Why Not?





PLACE BRANDING
could be used as
STRATEGIC SPATIAL PLANNING
instrument to support a
STRATEGIC CHANGE
in direction of places, such as regions
(e.g. image; position)

What is our understanding about **Place Branding**?

If branding is a part of marketing, then branding is:

- ✓ Communication **tool**;
- ✓ A task for **advertisers** and graphic designers;
- ✓ **Disconnected** from the place's identities;
- ✓ **Apolitical**;
- ✓ **Ineffective** in creating sense/pride of place;
- ✓ **Ineffective** in attracting investment;
- ✓ Effective in **attracting visitors**.

If branding is wider than marketing, then branding is:

- ✓ A strategic **development tool**;
- ✓ A task for **local authorities** and stakeholders; planners;
- ✓ Connected to the **place's identities**;
- ✓ **Effective** in creating sense/pride of place;
- ✓ **Effective** in attracting investment;
- ✓ **Effective** in attracting visitors;
- ✓ **Effective** in attracting talent people / researcher's;

What is our understanding about **Place Branding**?

“A **place brand strategy** is a plan for defining the (...) the most compelling **strategic vision** for the place”
(Anholt, 2003).

“Place branding as a **long-term strategic activity**” (Hankison, 2010).

“Place branding can be used as at least **part of policies** aimed at:

- ✓ To **fostering** economic restructuring;
- ✓ Community **participation**;
- ✓ Political **engagement**;
- ✓ To secure visibility, **create value**;
- ✓ To **reinforce** local identity;
- ✓ To **reinforce** the physical and psychological **well-being** of citizens
- ✓ To achieve competitive advantage (e.g.):
 - ✓ To increase **inward investment**;
 - ✓ To increase **tourism revenues**”;

(Ashworth, 2010).

What is strategic spatial planning?

... As **response** to challenges at economic and social level.

...what a place is and what it **might become**.

A run for **specified goals**

Determining the strengths and weaknesses

How to get there?

Where do we want to go?

Designing the future.

Prepare a response.

Enabling change.



Friedmann, 1982; Throgmorton, 1996; Kotter, 1996; Innes & Booher, 1999; Kunzmann, 2000; Hillier, 2002; Healey, 2007; Albrechts, 2010; 2012.

What is strategic spatial planning?

✓ A transformative and integrative **public sector, co-productive, socio-spatial process** through which visions or frames of reference, the justification for coherent actions, and the means for implementation are produced that shape, frame and reframe

...what a place is and what it might become.

- ✓ As **response** to challenges at economic and social level;
- ✓ **Active force** in enabling change;
- ✓ Focuses on place **qualities** and **assets** (e.g. cultural, physical and social);

Albrechts, (2010; 2012)

Healey, (1997, 2006)

Kunzmann, (2000)

What is strategic planning?



Characteristics



Negotiated & participatory



Not authoritarian & prescriptive

Pro-active



Not reactive

Flexible



Not rigid

Integrative



Not sectoral

Transcends spatial jurisdictions



Not confined to single jurisdiction

Ashworth et al., 2010

Place Branding

Strategic Planning

Links?

Highlight assets

Communication message

Envisioning -Visions

Common objectives

Create identity

Common engagement

Radical change spatial context

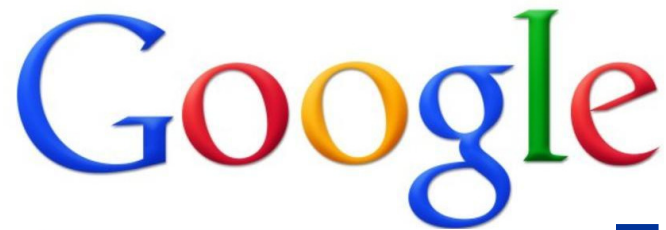
Dynamic creative process

Inclusiveness



Strategic thinking towards a place branding strategy





Portugal

Ad related to **portugal** ⓘ

[Vakanties Portugal?](#)

www.arke.nl/Portugal

Volop aanbiedingen naar **Portugal**. Boek veilig en s

[Portugal Official Tourism Website](#)

www.visitportugal.com/

Plan your travel to **Portugal**. Looking for romance, d
relaxing? Indulge yourself in **Portugal**, your holiday

[Algarve - Lisboa Region - Visit Portugal - Brochures download](#)

You've visited this page many times. Last visit: 11/18/12

[Portugal - Wikipedia, the free encyclopedia](#)

en.wikipedia.org/wiki/Portugal

Location of **Portugal** (dark green). — in Europe (green & dark grey) ·
Union (green) — [Legend]. Capital and largest city, Lisbon · 38°46'

[History of Portugal](#) - [Economy of Portugal](#) - [Flag of Portugal](#) - [Geo](#)

[CTT – Correios de Portugal](#)

www.ctt.pt/ - [Translate this page](#)

Rede de encaminhamento e distribuição postal domiciliária.

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[Visit Portugal. Portugal Travel, Tours, Hotels, Tourism and Information.](#)

www.portugal.com/

Portugal Official Dotcom Travel Gateway. **Portugal.com** offers a wide range of travel
and tourism products including hotels, pousadas, paradores, solares and ...

[News for portugal](#)



EU News

[Brussels approves Portugal aid for Banif](#)

[Financial Times](#) - 54 minutes ago

The European Commission has approved a €1.1bn government
recapitalisation plan for Banco Internacional do Funchal (Banif) that will ...

[Portugal Official Tourism Website](#)

www.visitportugal.com/

Plan your travel to **Portugal**. Looking for romance, discovering culture, living adventure,
relaxing? Indulge yourself in **Portugal**, your holidays' destination.

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Portugal

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www.portugal.com/

Portugal Official Dotcom Travel Gateway. **Portugal.com** offers a wide range of travel
and tourism products including hotels, pousadas, paradores, solares and ...

Official language: Portuguese Language

Government: Parliamentary system, Unitary state, Multi-party system,
Constitutional republic

Points of interest



Douro



Lisbon
Oceanarium



Pena
National
Palace

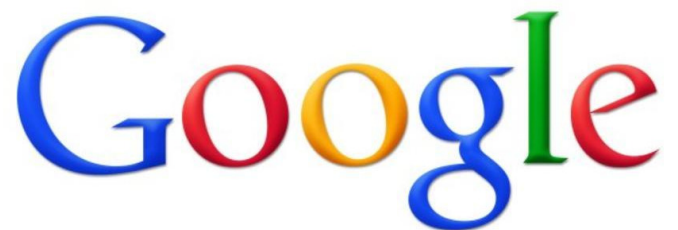


Casa da
Música



Castle of
São Jorge

[Feedback/More info](#)



North Portugal

[Norte Region, Portugal - Wik](http://en.wikipedia.org/wiki/Norte_Region)
en.wikipedia.org/wiki/Norte_Region
Norte (**Portuguese**: Região Norte, is the northern part of **Portugal**. It is a

[Visit Portugal - Porto e Norte](http://www.visitportugal.com/.../99B1759)
www.visitportugal.com/.../99B1759
Archaeology in the **north** Place: Citânia de Briteiros Photo: Arquivo ICEP.
in the **north** / Follow this tour of northern **Portugal's** archaeological sites
You've visited this page 4 times. Last visit: 11/18/12

[Visit Portugal - Porto e Norte](http://www.visitportugal.com/.../99B17593-2FE4-488D-B77E-B15B...)

www.visitportugal.com/.../99B17593-2FE4-488D-B77E-B15B...

Archaeology in the **north** Place: Citânia de Briteiros Photo: Arquivo ICEP.
in the **north** / Follow this tour of northern **Portugal's** archaeological sites
You've visited this page 4 times. Last visit: 11/18/12

[Images for north portugal](#) - Report images



Non official channels

[Things to Do and Places to Stay in the North of Portugal](http://www.portugal-sport-and-adventure.com/north-portugal.html)

www.portugal-sport-and-adventure.com/north-portugal.html

Discover the **north** of **Portugal**, one of the country's most beautiful, intriguing and unknown regions.

[Oporto and Northern Portugal - Tourism Information](http://www.portugalvirtual.pt > Tourism)

www.portugalvirtual.pt > Tourism

In the **north**-western part of the country lies this land of dense vegetation and profound historic wealth. It was here that **Portugal's** first king, Dom Afonso ...

You've visited this page 3 times. Last visit: 11/5/12

[Porto and the North Portugal | Agência Regional de Promoção ...](http://visitportoandnorth.travel/)

visitportoandnorth.travel/

Portugal was born in the **North**. Whether in leisure activities, like golf and spas, or business, this region is acquiring a huge prominence and a peculiar charm.

You +1'd this

[Portugal North](http://portugal-north.moonfruit.com/)

portugal-north.moonfruit.com/

holiday rental , **North Portugal** holiday rentals, Holiday Apartments, cottages , villas, property sales, villas sale Motoring, Walking, Golf, Property finders, Bird ...

What is going on in terms of Place Branding?

Portugal



North Portugal

TURISMO DO PORTO E NORTE DE PORTUGAL

porto**enorte**^{TEM}

porto
and the north
the essence of portugal

Tourism promotion?

Country promotion?

Place branding
strategy?

The Portuguese strategic planning documents mention branding?
They attempt to any common place branding strategy?

Spatial scale - Country

***The National
Program for Spatial
Planning***

Spatial scale - Region

***The Operational
Program for the
North 2007-2013***

Branding?

Marketing?

Competitiveness?

Development?

Place Branding?

Strategic Spatial Planning?



Promotion?

Branding
Strategy?

Marketing Strategy?

Image?

***The National Program
for Spatial Planning***

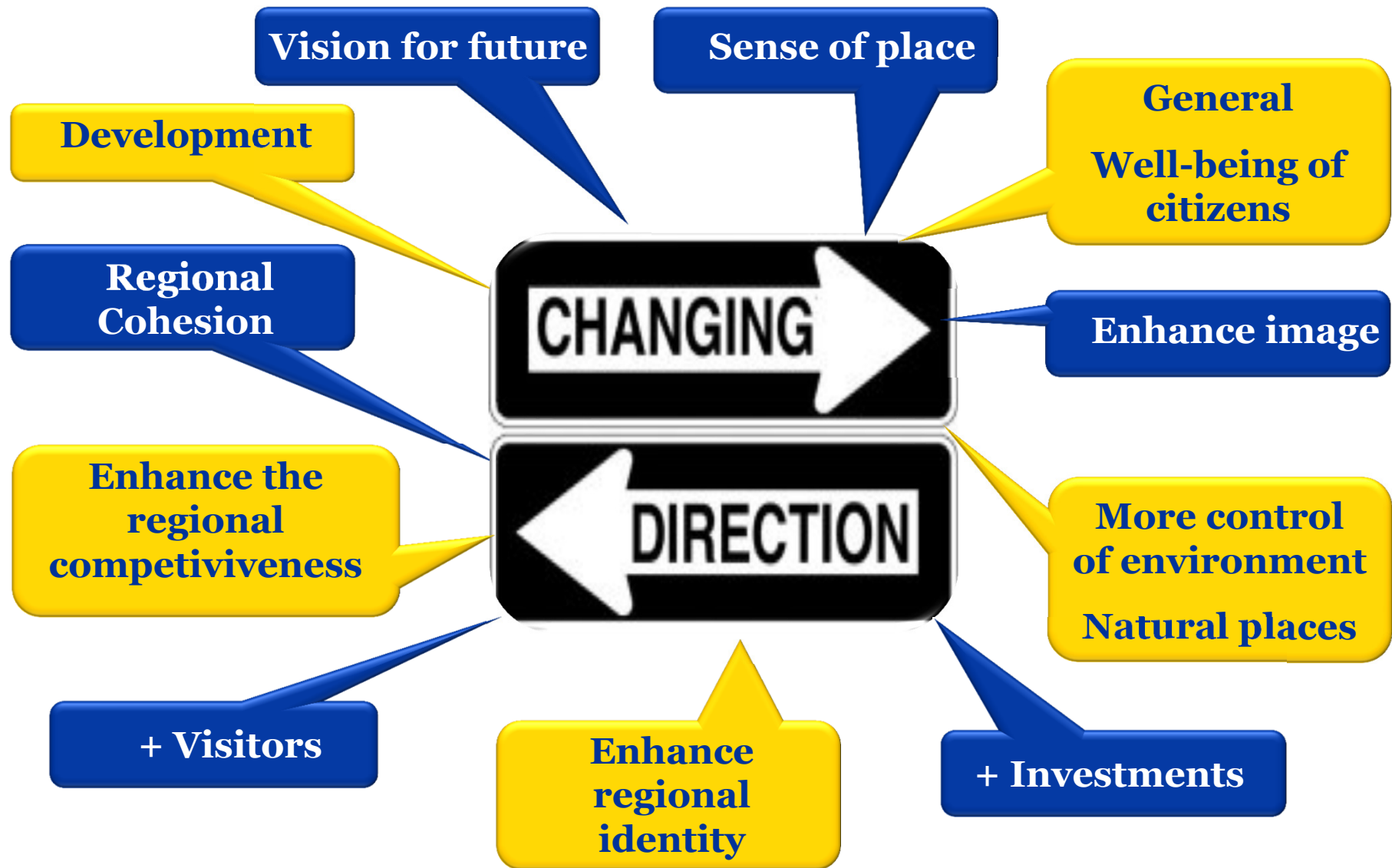
Spatial scale - Country

***The Operational
Program for the North
2007-2013***

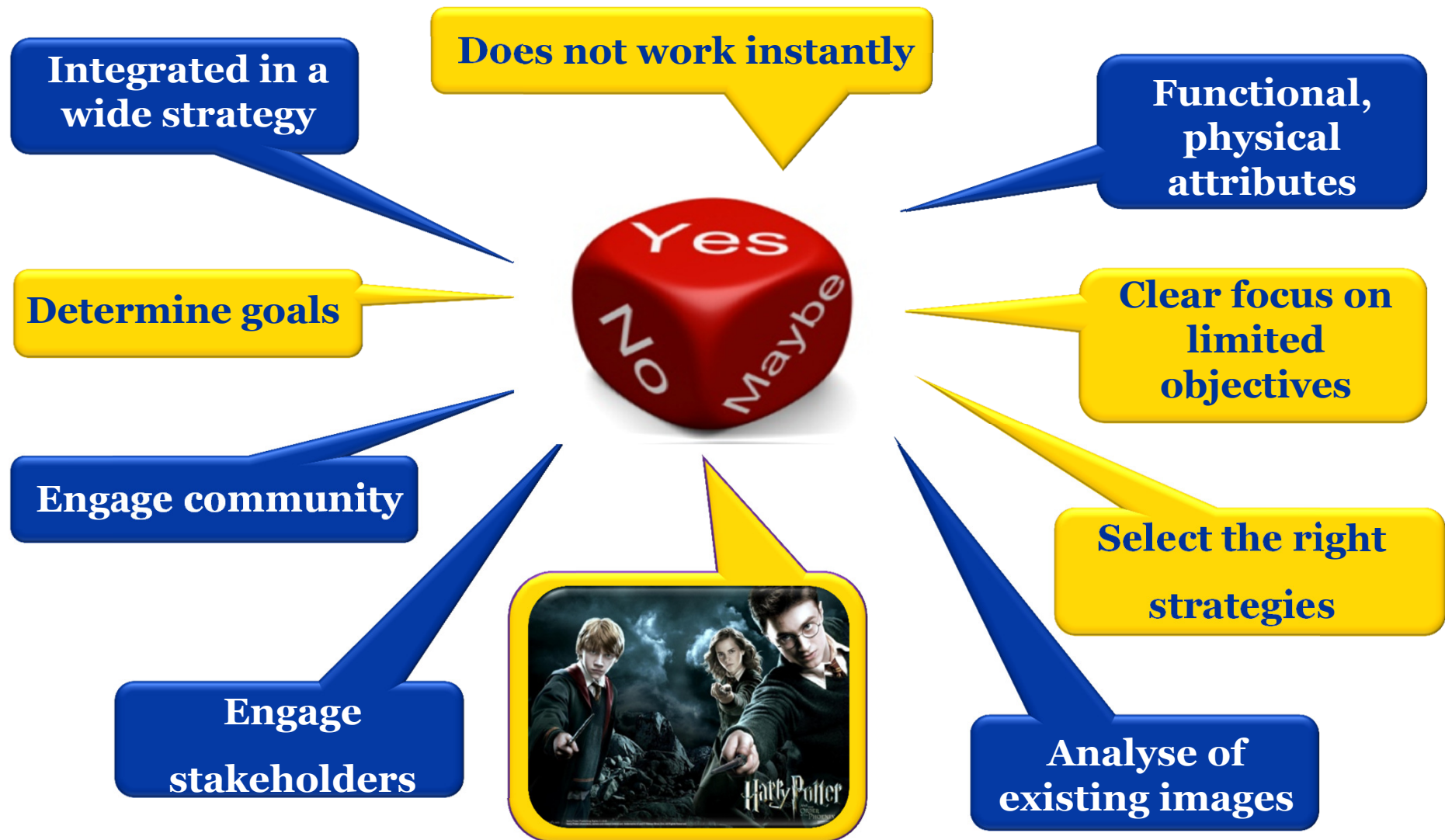
Spatial scale - Region

✓ No	Branding?	✓ Yes
✓ No	Promotion?	✓ Yes
✓ No	Marketing?	✓ Yes
✓ No	Branding Strategy?	✓ No
✓ Yes	Development? (social, economic, e.g.)	✓ Yes
✓ No	Image?	✓ Yes
✓ Yes	Territorial competitiveness?	✓ Yes
✓ No	Marketing Strategy?	✓ No

How can a place branding strategy contribute to the development of the North of Portugal?



Place Branding Strategy – does it work?



Zineldin, 2002; Rainisto, 2003; Ashworth & Kavaratzis, 2010; Hankinson, 2010

Towards a conceptual model to brand regions



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- Future Brand (2012), <http://www.futurebrand.com/>
(others)



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Questions